Appendix A: Terms of Reference   25 April 1969 APPENDIX A

MEMORANDUM FOR: Chief, Production Services Group
                  Chief, Imagery Exploitation Group
                  Chief, Technical Services & Support Group

SUBJECT   :   Terms of Reference: Review of Management Information
                   System

1. At the direction of the Executive Director, NPIC, the PPB Staff has been tasked to "define management information needs, reassess the need for MIS, and consider alternatives". [   ] would like to have a response to his request by 29 May 1969.   25X1

2. Our report to [   ] should incorporate the needs, views, and best efforts of all Center components. The utility of the final product will depend in great part on your active participation. Thus, the cooperation and assistance of the Groups and Staff will be required to carry out this task.   25X1

3. The attached Questions Bearing on the Problem are forwarded for your information and review. We would like to meet with your representatives to discuss the Terms of Reference and the general approach to the task at 1000 hours, Monday, 28 April, in the Green Room.

4. Please telephone [   ] giving the names of your representatives. We would ask you to insure that there is at least one representative from your Group, but feel free to include as many representatives as you wish.   25X1

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                                          Chief
                  Planning, Programming & Budgeting Staff

Attachment: a/s

Distribution:
   1 - NPIC/PSG
   1 - NPIC/IEG
   1 - NPIC/TSSG
   1 - NPIC/PPBS

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Appendix A: Terms of
Reference

I. Definition of Management Information Needs

A. What levels of management should be included in view

of the short deadline? Will restriction to these

management levels be adequate in terms of producing

a meaningful report?

B. What components should be involved?

C. What are the missions and functions of each management

component? What is the actual management structure;

that is, what plans are formulated and decisions made

by the organizational components?

D. What information is now utilized at each management point?

Why is it required? How is it obtained? How is it used?

E. What information, not now available, is needed? Why and

for whom is it needed? Why can it not be obtained currently?

F. What information will be needed in the future? Why will it

be needed? How will it be used?

II. Reassess the Need for the MIS

A. What factors should be considered? Can data on these

factors be gathered in the required detail and within the

time frame?

B. Does a reasonable criteria for assessing the MIS exist?

If not, can one be established?

C. How does the MIS operate?

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Appendix A: Terms of Reference

      D. How is the MIS used by management? Is it deficient, and

          if so, in what respects? What are its strengths? Is

          any information collected not used?

      E. What are the costs of the MIS? In view of 1 and 2 above,

          does the payoff from the MIS in its current form justify

          its costs?

III. Consider Alternatives

      A. What level of detail can be incorporated within the time

          frame? Will this level be meaningful? If not, what

          must follow-on to make it meaningful?

      B. What components should participate in the generation of

          alternatives?

Appendix B: Questions on Definition of
            Management Information Needs
            and Reassessment of the MIS

                                                              APPENDIX B

1. At this time, the areas of most concern to you are: defining your management information needs and your reassessment of the need for the MIS. The two areas are inextricably related. Although we can certainly say something about the MIS after looking at its costs and the uses to which it is now put, it is also necessary to evaluate how well it does or could meet the real needs of management.

2. In reassessing the MIS, certain questions must be answered by each component:

    a. Estimate personnel costs

        (1) How much time do employees spend filling in time sheets?

        (2) Are they accurate? What problems frustrate accuracy?

        (3) How many persons (organizational unit, grade) are specifically assigned MIS duties other than the filling out of personal time sheets? How much time per period (e.g., week) do they put on MIS activities? What are these duties (input, output, etc.)?

    b. Equipment costs

        (1) How much computer time does MIS use per period? Can this be translated into dollar costs (how much)?

        (2) How much keypunch and other equipment time is tied up in the MIS (i.e., not available for other uses)?

    c. Output

        (1) What periodic output does each component get?

        (2) What output does each component actually use? For what purposes? Is the information timely enough?

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Appendix B: Questions on Definition of
Management Information Needs
and Reassessment of the MIS

        (3)   What non-routine output has been requested and how
or for what was it used?

        (4)   What additional periodic output would be desirable?
Purpose?

        (5)   What output, periodic and/or non-routine, not now
available in the MIS would be desired? For what?

3. With respect to management information needs, certain questions must
be answered by each component (the below is not restricted to MIS
information):

    a. Who are management? List the positions, duties (if not
clear from position title).

    b. What information does each now use? Break into routine
and ad hoc.

    c. Where and/or how is this information now obtained?

    d. How is it used (purpose)?

    e. What information does each manager now get which is of
(1) little or (2) no use?

    f. Assuming that the manager now gets no information, what
information, including timeliness, does he feel is essential
to have to perform his job. Why is it essential? In what
form would it be preferred?

    g. In addition to that essential information, what information
would each manager like to have? Why, in what form, and when?

4. The answers to the above questions, and any other questions and comments
which may be relevant to the contributions by the components should be
submitted in writing according to the following schedule: (Partial
submissions can be made prior to these dates).

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Appendix B: Questions on Definition of
               Management Information Needs
               and Reassessment of the MIS

       a.   MIS Costs and Current Uses to be completed by 7 May.

       b.   Definition of Needs to be completed by 16 May.

5.   Meetings will be scheduled throughout the course of the effort.
of the PPB Staff will   25X1
be available to provide guidance and lend any assistance they can
in the preparation of your contributions.

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